

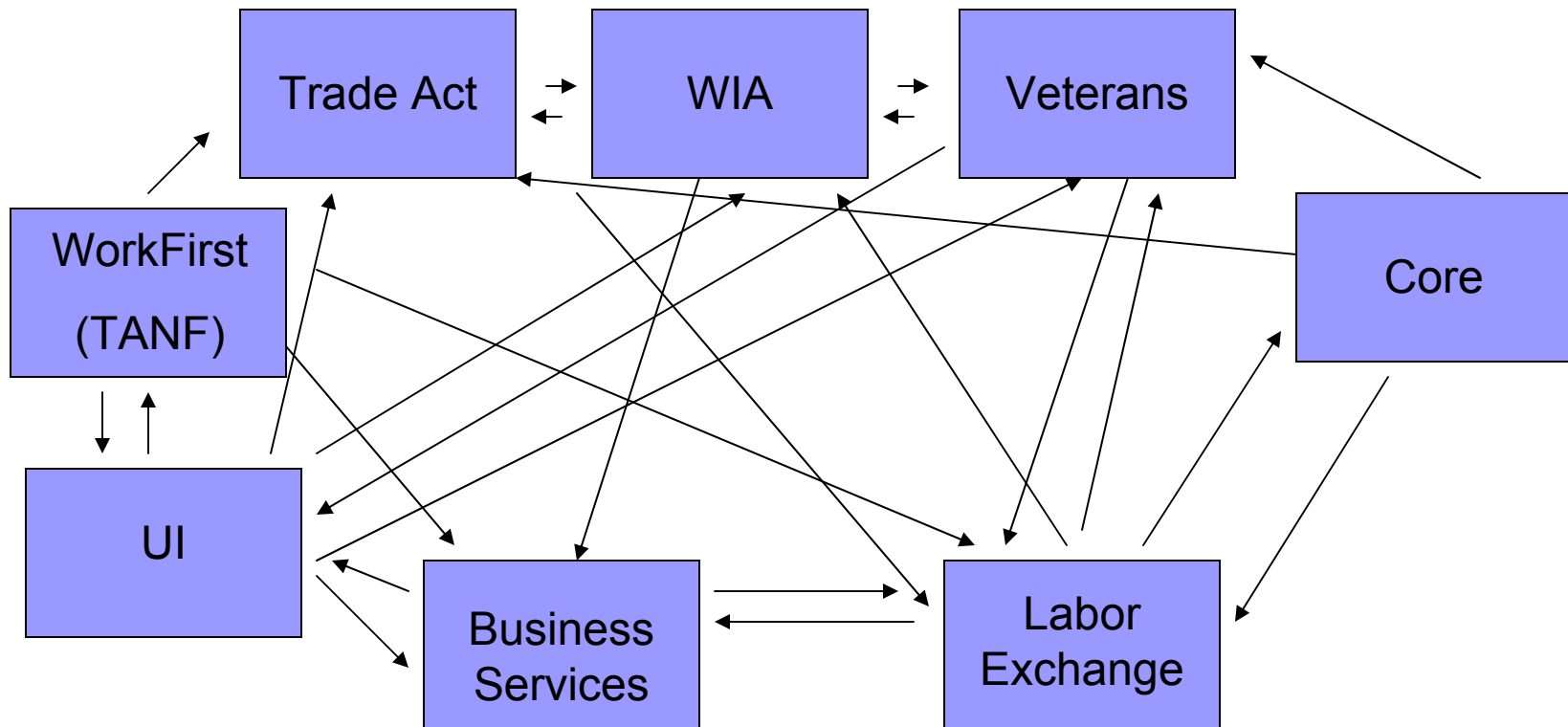


Southwest Washington: Lean and the Value Stream Mapping Model

Spokane

June 22, 2010

Old Service Delivery Model



What Is Lean Thinking?

A systematic way to deliver the highest quality, lowest cost products, with the shortest lead-times through the relentless elimination of waste

Why Lean?

- More time for direct customer service
- A One-Stop to be proud to send family
- Integration tool

Is Your One-Stop Lean?

- Would customers pay for the services you are providing?
- Are you utilizing staff talent effectively?
- Are staff spending producing and processing paperwork or helping customers?

Value Stream Mapping

Lean Thinking diagnostic tool that allows you to:

- ☐ Visualize work
 - ☐ “See the waste” (barriers to flow)
 - ☐ Focus on improvements
-
- Value Stream = steps (value added and non-value added) required to complete a service from beginning to end

Value Added vs. Non-Value Added

Value added activities

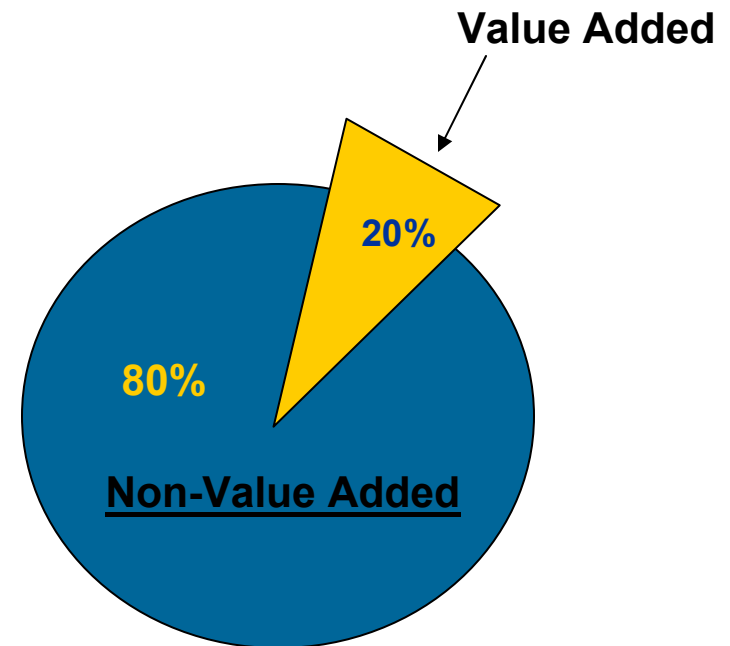
- Customer willing to “pay” for the process
- Work that changes the market form, fit or function

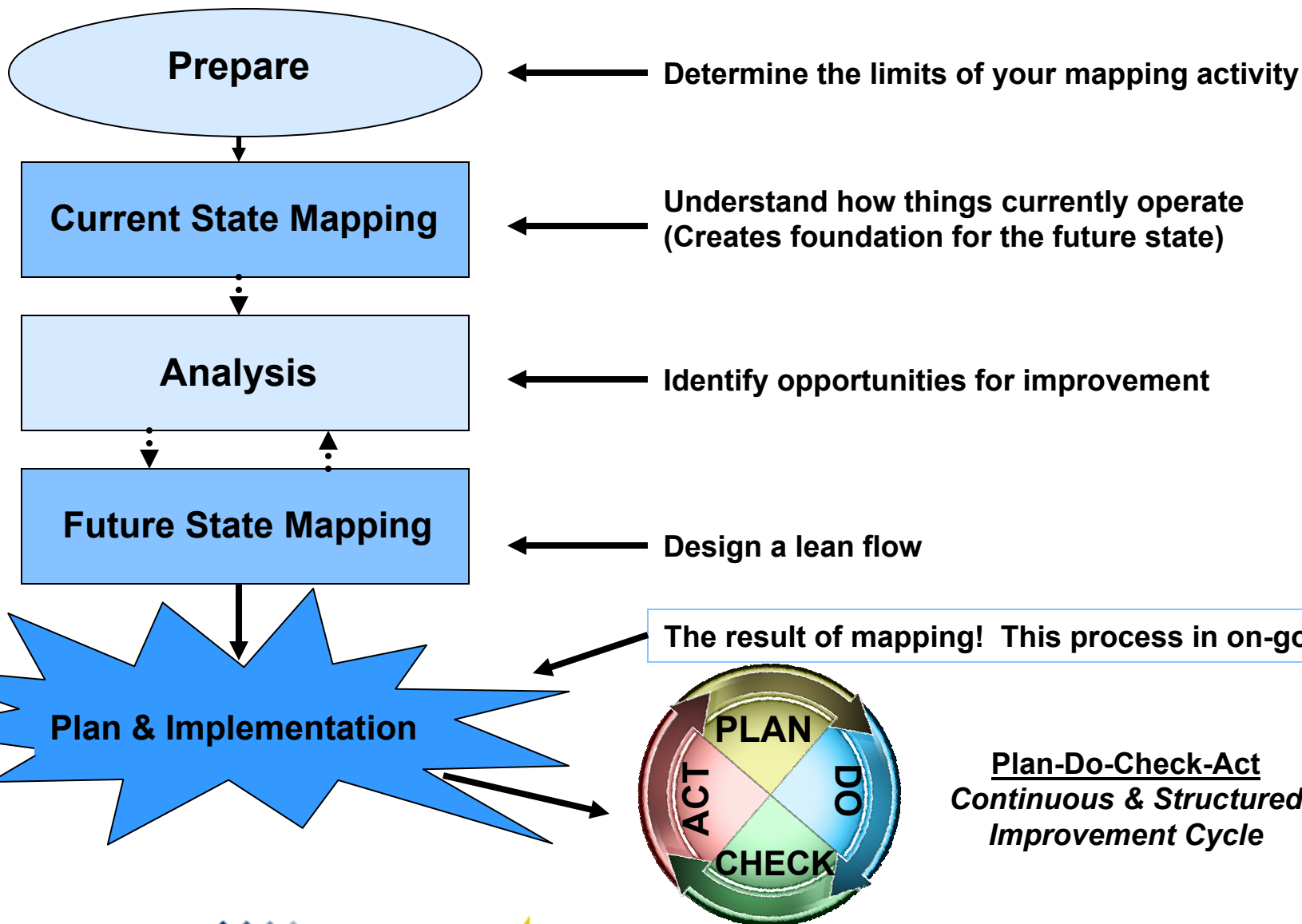
Non-value added activities

- Should be eliminated, simplified, reduced, or integrated whenever possible
- Two types:
 - ☐ Required for business
 - ☐ Not required for business

Value Added vs. Non-Value Added

- If value added activities are increased by 10% = 2% gain!
- Reducing non-value added activities by 10% = 8% gain!





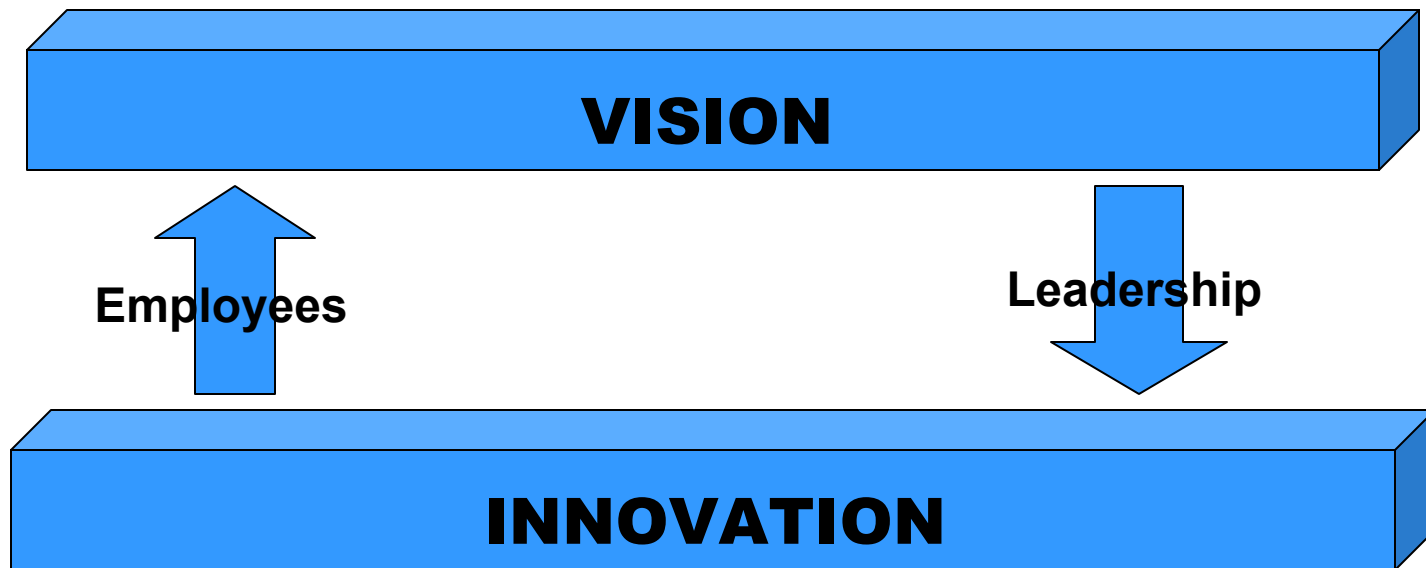
Current State	Future State
Unclear where to find help	Help locations clearly visible and understandable
Significant wait prior to delivery of service	Service information immediately available
No standard approach to career counseling	All staff are trained in and practice standardized career counseling services

Our Identified Wastes

- **Overproduction** – Group classes cause bottlenecks
- **Excess Inventory** – Multiple job logs; Excess copies
- **Defects** - Processing errors due to multiple forms; Lack of standard work/communication
- **Waiting** – Customers waiting for services; Staff waiting for approvals
- **Non-Value Added Processing** - Rules conflict; Redundant data entry; Duplicate payment systems
- **Excess Motion/Transportation** - Office Layout and lack of visual controls create unnecessary movement
- **Underutilized Talent** – Classification limitations

Lean Leadership

A balancing act:



Directive vs. Empowering

Leadership provides the vision, employees provide the innovation

Lean Leadership

- *Empower*

All employees are expected to participate in lean efforts and will be the source for most of the improvements at the micro-process level.

- *Become a Lean Champion!*

Leadership Mindset

Traditional Belief	Lean Belief
Success results from full utilization of resources.	Profit results from <u>optimizing flow</u> based on customer pull.
Financial performance is the key organizational measure and should be used to drive operations.	<u>Operational performance</u> is the key organizational measures and will drive financial results.
Management's job is to be the expert in every area and tell employees how to do their jobs.	Management's job is to develop a sense of <u>common purpose</u> through strategy setting and communication. Coach, not boss.

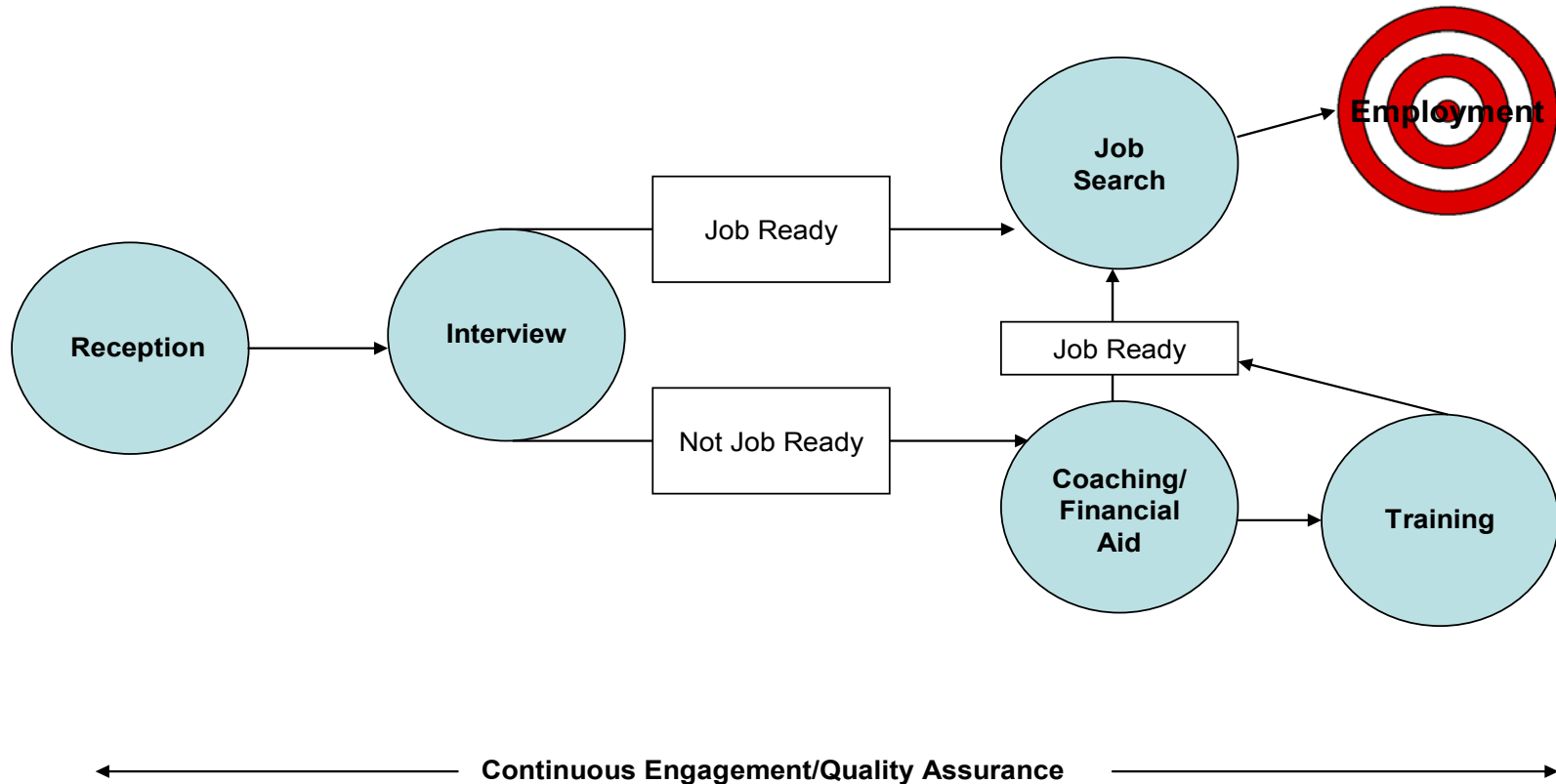
Partnership

- SWWDC, ESD, Arbor, CAP, OMEP
 - Joint leadership meetings
 - Shared vision
- All staff planning
 - Kaizen – roles and responsibilities, process and procedures
 - Created ownership of system

What does all this *mean*?



Southwest Integrated Customer Flow



Reception Area

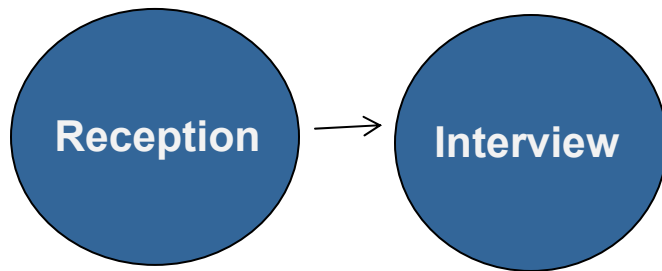
- Acts as initial WorkSource point of contact
- Greets customers, conducts triage and directs customer (RFS) to appropriate service
- Indicates customer needs I.A. on RFS screen
- Maintains customer flow in lobby



Reception

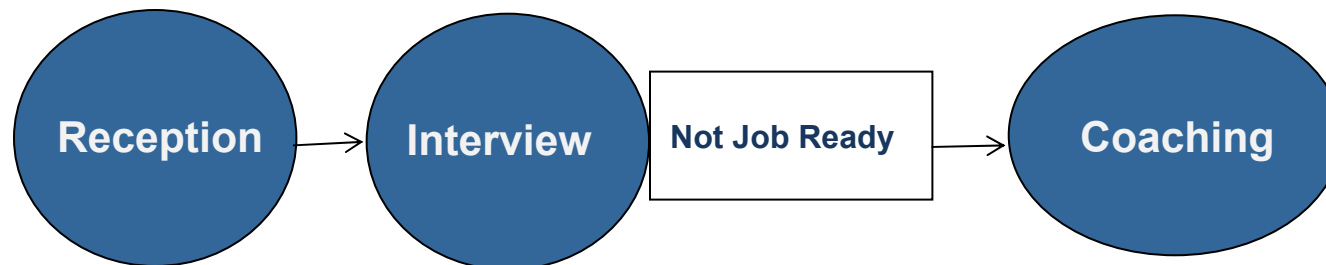
Interview Area

- Gathers customer information/SKIES data entry
- Conducts Initial Assessment
- Determine job readiness
- Evaluate education and work history for job match
- Members of Industry Engagement Teams with BSU
- Conduct REO, workshops, and Job Search Review
- Integrated OES program



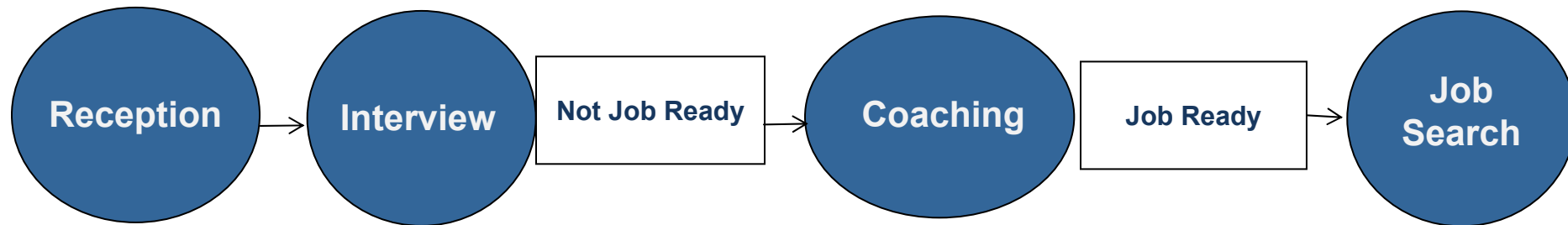
Coaching Area

- Assists customer: training and career paths
- Identifies and assists in removal of barriers
- Community resources experts
- Package financial resources
- Create service plan to improve employability



Business Services Area

- Outreach to match job seeker inventory
- Creates quality job order to provide clarity for staff
- Single point of contact
- Industry specialists
- Consultative selling methods
- Business Services Managers co-lead team (Vancouver)

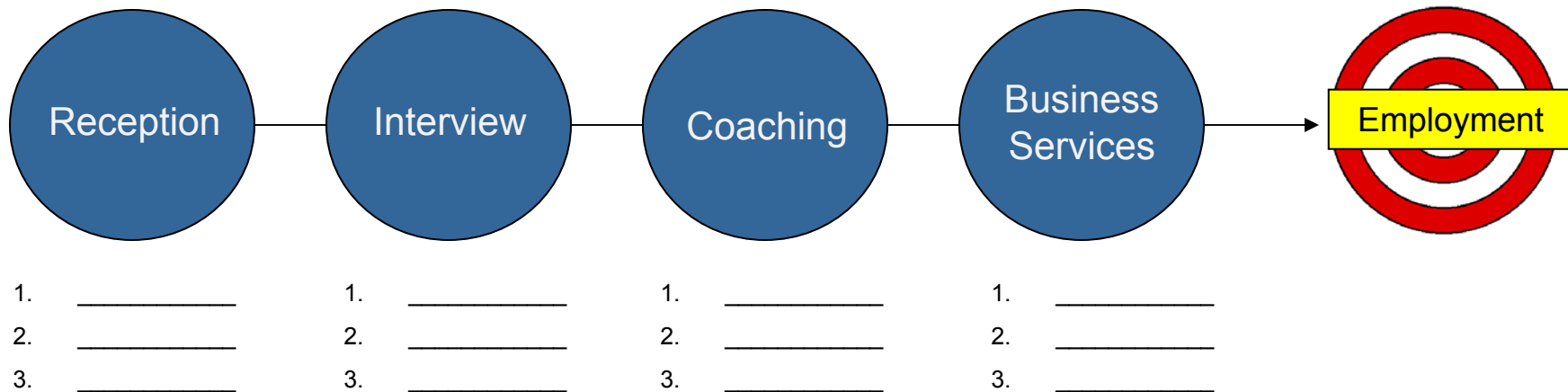


Quality Assurance

- Strength of the integrated system
- Primary resource for system improvement
- Review files and other performance data for program compliance and quality standards
- Facilitate solutions in collaboration with center staff
- Emphasis placed on identifying system errors
- Rotation of staff will enhance systemic knowledge
- Feedback chain: QA > Functional Area Supervisor > Team
- Single point of contact for entering return to work data

Continuous Engagement

- Contact UI exhaustees and post-training customers for re-engagement
- Conduct UI exhaustees workshop
- Develop service(s) plan for UI exhaustees which might include:
 - ☐ Provide labor market information
 - ☐ Job Match and Referral for Center
 - ☐ Job Development
 - ☐ Job readiness assessment
- Follow-up services (post-employment)



Measures will compliment each functional team and lead to the employment of WorkSource customers

Continuous Engagement/Quality Assurance

Customer: So what?

- Less paperwork
- Faster service
- More choices
- Environmental learning
- Better service consistency

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